

Warning Working Group Meeting

Friday, 13 October 1978

(Second Meeting)

STAT



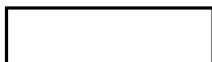
1. Excellent draft of DCID 1/5

Lehman

1. SWS adapted largely from old DCID.
2. Not trying to put a DCID in some coordination stage.
3. Set up a framework into which the pieces would fit. Make procedural distinctions. I am not wedded to these definitions.
4. Definition of strategic warning -- definition in the old DCID, but not the one in IC glossary.

(General comments on draft from around the table)

AT



1. Right direction.
2. Basic problems to address.
3. Don't like the term National Warning Organization. Do not like "O" in organization. You define out too much with this.
4. Strategic Warning -- probably best to accept the IC Staff definition, but redefine it for the purpose of the SWS (if you want to).
5. NIO responsibilities sound too much as if you are the only channel for warning. Loosen up. Ensure that warning is provided through the organizational structure. Do not like having you report via NFAC. NFIB may not accept it.

6. Better title can be found than NIO/W. Specifically National Warning Officer, Senior Warning Officer, or Special Assistant for Warning.

Lehman

1. Subject (title) was touched on between Turner and Brown.

Oleson

1. Good first cut on DCID 1/5.
2. Share concern about organization title.

(Spread sheet on suggestions)

AT

1. No problem with DCID draft.
2. Problem with defining SWS. Not much detail at this point because it has not been reviewed yet.

AT

1. In defining strategic warning and warning, you did not really say what we are talking about. When does warning stop -- when the event begins to occur?

Lehman

1. Do not want to define tactical warning.

AT

1. Warning in terms of technical surprise as example.

AT

1. Cannot exclude intelligence organizations from tactical warning. Put some words in to include this, but exclude from responsibilities and authority of NIO/W. For the purposes of this DCID, we are not addressing this particular type of warning.

Oleson

1. Tactical warning facilities in DoD. The word "tactical" raises red flags in DoD. Maybe we should use some words that allay this fear.

Lehman

1. Propose to take results of today's meeting and dissem another cut. By the end of next week we can have a few major issues to deal with.

Shackley

1. Lack of check and balances between WWG and NIO system. WWG focuses on only procedural matters. Should be flexible. Language has been exclusive. NIOs have not performed this function very well in the past.

Lehman

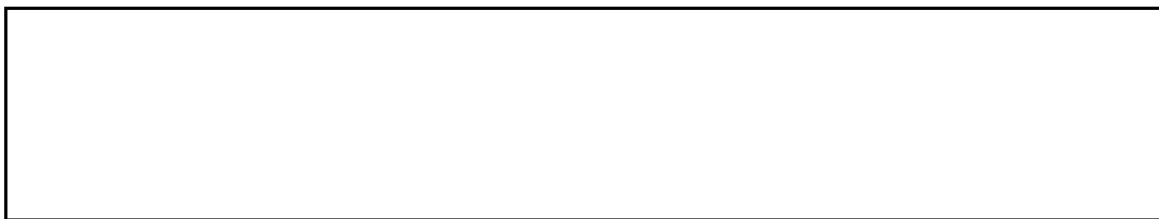
1. It is too absolute. WG should be arena for consultation on substantive matters.

2. If something bothers you, the WWG is an appropriate place to voice your concern.

Baraz

1. Troubled by definition of warning as being far too broad. Leave out technological surprise.

Lehman



STAT

Oleson

1. Definition on first page of my handout.

Baraz

1. This definition is probably closer to what DCI has in mind than RL's.
2. Definitions between substance and procedure bother me.
3. Might do without definitions. The rest of the paper will carry the message.
4. Who appoints whom and who consults whom. It is an implication of an exclusion.

Lehman

1. Do not argue specific words at this point but check up points to be made section by section. Will redraft on that basis.
2. Point on title is taken -- maybe "Structure"

Baraz

1. How about "Community"?

Lehman

1. Awfully vague.

Baraz

1. Reference in a sense to existing agencies.

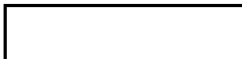
Shackley

Shackley

1. Remains more or less consistent.

Oleson

1. Prefer "structure."



1. On the hook to provide a means of managing the national warning process. May be able to use these kinds of words.

Lehman

1. Lead-in paragraph is pretty standard.



1. Suggest use glossary definition of strategic warning.
2. Like Oleson's definition, too.

Lehman

1. Like it but it needs something beyond in terms of the discussion here. Further classification. Will get it from Glossary.
2. Substantive and procedural -- may leave it out. Are these definitions off base?

Oleson

1. Not off base, but can do away with them. Standard definition anyway.

Lehman

1. Assignment of responsibilities. Any problems?

Oleson

DoD has warning responsibilities which are part of the DCI's.  
(See Oleson definition.)

Lehman

1. NFIB?  
(No problems.)
2. Reserve on 2 "c".

Oleson

1. Suggest on new draft you use alternate language as footnote.

Lehman

1. List of substantive responsibilities.

Oleson

1. ii - "to direct" -- change to oversee. Your assistant would be the director.

AT

[REDACTED]

1. Will SWS be subsumed?

Lehman

1. SWS will answer to me. Line relationship. Qualified by fact that they remain in Pentagon and operate in support of DoD system.

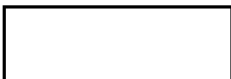
AT

[REDACTED]

1. No necessarily so.
2. i -- sounds like you are going to tell my current intelligence shop what to do.

Lehman

1. Not intended to do that.



1. Should be worded that you are in an oversight position. You are assuring the DCI that people are organized and structured so that information and intelligence for warning is being analyzed.

Lehman

1. Intent of "using existing organizations" was to say that we are not going to create a new organization.

Oleson

1. Drop that sentence. The thought of overseeing the community does appear elsewhere. Maybe after procedural responsibilities put in paragraph that NIO/W will utilize existing organizations in performance of his duties and will be assisted by a deputy, etc., standard paragraph in DoD directives.

Lehman

1. "Maintain oversight of community analysis". This would be all the work that need to be.

Baraz

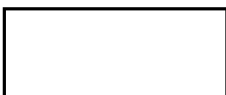
1. "Rely" rather than "use" existing organizations.



1. "Using the continuing analysis of information..."

Lehman

1. iii



1. Drop "through D/NFAC."

Lehman

1. I think that can be done.

Oleson

1. "Warning to NSC and President;" my definition included armed services.

Lehman

1. NFIB includes senior intelligence officers of DoD -- all of them.

Oleson

1. I drop the point.

Lehman

1. "IV" -- to indicate we should say something about this.

Oleson

1. I don't understand what CT Stagg responsibility should be.

Shackley


1. There will be an NITO team for I&W. Agreement with ~~XXXXXXXXXX~~ Defense that the team will be located in the Pentagon.

2. Most of understanding acceptable to both parties.



3. More than 3 square feet of space.


4. Separate memo of understanding of how SecDef takes over the mechanism.

AT  1. I understand more of what the NITC is doing than NIO/W.

Talking only about collection and tasking elements?

Lehman

1. Tasking machinery makes changes in alerting as necessary.  
My responsibility is to make sure that they are aware.

AT  1. Concern "and the D/NFA" after D/CT?

Lehman

1. Get alternate language from Shackley for next time.  
2. Get language to me by COB Tuesday for any changes.  
3. "V" -- way of not saying that every crank in the Community can bring his horror story to me.

Oleson

1. Do not like "and minority views."

Lehman

1. Not really necessary.

(Procedural responsibilities)

Lehman

1. "I" -- original idea was that he was Exec. Secretary.. NFIB

has an Exec. Secretary already.

2. ii -- clear enough.
3. iii -- OK.
4. iv -- "oversee" is better.
5. v -- using existing organizations is well expressed here.

AT

[redacted]

1. "Rely upon" was suggested.

Lehman

1. vi -- do not like "develop"; to promote development of...

Oleson

1. "Promote improvements related to warning." "Technology" doesn't really add anything but glamor.

Lehman

1. Relates to xi. Maybe that is all you need. Don't really want to get into things like [redacted]

AT

Shackley

1. Drop vi, use xi as substitute for it.

Oleson

1. "Promote" gives salesman connotation; another benign word.

AT

[redacted]

1. "Sponsor."

K1

[redacted]

1. "To improve."

Lehman

1. "Seek improvement." Do not commit yourself.

Oleson

"Develop requirements for improvement"

- AT
- 
1. Requirements is a tough word.

Lehman

1. viii -- out of DCID 1/5.
2. ix -- "Intelligence resources and production".

- AT
- 
1. Is "capabilities" the right word?

Oleson

1. Drop that word.

Lehman

1. We don't need it.
2. x -- OK
3. xi -- give any body any concern?  
(no.)

(WWG)

Oleson

1. Unconvinced about substantive aspects of the WWG. What do you mean by senior officers?

Lehman

1. Want to leave open. If Agency represents in a different way.  
We need the guys who deal in these matters.

Baraz

1. Delete "procedural."

Lehman

1. May be the way to handle it.  
2. Don't want people to think that I can advise the DCI without  
prior consultation with this group.

(NIOs section)

Oleson

1. Consulting with you on procedure to be followed -- not sure what  
you mean.

AT



1. Reword so that you provide them guidance in advance rather  
than requiring them to consult you before hand.

AT



1. Maybe a period after "warning."

Shackley

1. Procedure, "Alert Memo", has been established.

Lehman

1. Want to be kept in the loop.  
(Skip SWS)

Lehman

1. 3a -- very important paragraph.

Shackley

1. No difficulty.

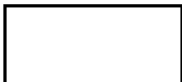
Baraz

1. May not want rhetoric.

Lehman

1. This paragraph means to say:
  - a. Everybody has responsibility.
  - b. We aren't going to be walking on anybody else's turf.
2. This is not meant to discourage alert memorandum procedures.

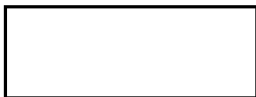
(Lists)



1. What do we want out of you and warning group. Adequately taken care of at this time. Will talk about it on Monday.

Lehman

1. Brief the NFIB on Tuesday. DDCI feels that if this is going to end up in some disagreement, we probably should defer.



1. Will tell NIB what had been drafted and what we were attempting to change. If the presentation were made that a DCID 1/5 was going to be revised and opposing views would be heard at that time, this would avoid any problem at NFIB.

Oleson

1. Murphy will be attending. Crucial thing is how you present it.

Lehman

1. Will consult with Carlucci and decide whether or not to brief.